CONTENTS

1. PURPOSE 2

2. BACKGROUND TO THE CONTRACTING aUTHORITY 2

3. Background to requirement 2

4. definitions 3

5. SCOPE OF REQUIREMENT 3

6. The requirement 4

7. key milestones 6

8. AUTHORITY’s RESPONSIBILITIES 6

9. reporting 6

10. volumes 6

11. continuous improvement 7

12. Sustainability 7

13. quality 7

14. PRICE 7

15. STAFF AND CUSTOMER SERVICE 8

16. service levels and performance 8

17. Security requirements 9

18. intellectual property rights (ipr) 11

19. payment 11

20. additional information 11

21. Location 11

22. ANNEX 1: User background 12

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# PURPOSE

## GCS (Government Communication Service) requires an external Supplier with the expertise, capability and successful experience in developing e-learning courses. The Supplier will lead on the design and delivery of an e-learning module.

### The Authority is looking for a partnership with an established online learning provider who is able to create content for a course on crisis communications. This entails design and creation of learning content in partnership with GCS. This opportunity is open to any suppliers who are able to design, create and host such training content.

### This will assist with UK Government work with overseas governments helping them to deliver strategic, citizen-focused communications.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## The Authority (Cabinet Office) is the centre of government. Its purpose is: to support the Prime Minister and Cabinet to deliver the government’s programme; drive efficiencies and reforms that will make government work better; create a more united democracy; and strengthen and secure the United Kingdom at home and abroad.

## GCS is the professional body for people working in communication roles across government. Its aim is to deliver world-class communications that support Ministers' priorities, improve people's lives and enable the effective operation of our public service. It serves both politicians and the public alike.

## The GCS Knowledge and Capability Unit supports a secure and prosperous United Kingdom by improving the ability of partner governments to engage effectively with priority audiences in support of Foreign Commonwealth Office (FCO) and wider Her Majesty's Government (HMG) objectives in their country and across the wider region.

# Background to requirement

## GCS has been building its e-learning capability over the last twelve months and is now looking to expand its portfolio to include a course on how to deliver effective crisis communications.

## Effective crisis communications are essential in ensuring public safety at times of disaster. Crises could include natural disasters, terrorist attacks, cyber attacks or political crises. Preparedness - in terms of robust and frequently tested processes, structures and crisis plans (of which communications is a key element) are fundamental. The course will teach participants how to create these; how to encourage public vigilance when it comes to security; and how governments and stakeholders should work together to convey public service information to citizens in a coordinated way at times of crisis.

## Face-to-face crisis management training is highly immersive, using different scenarios and stimuli to demonstrate and teach the skills necessary in using communications in response to a crisis. The challenge for the course will be in translating this to an online environment.

## From preliminary research it has been difficult for users, who have had face-to-face crisis communications training, to apply it in a real life crisis. It will be important to consider whether technology could be used to help users translate their learning to real world situations.

## Please see Annex 1 for the background on the users.

# definitions

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| CO | Cabinet Office |
| EdX | A free and open-source course management system used as an e-learning platforms |
| E-learning | An electronic or online learning module that may wholly delivery or be a supporting element of a wider learning module |
| FCO | Foreign Commonwealth Office |
| GCS | Government Communication Service |
| HMG | Her Majesty’s Government |

# SCOPE OF REQUIREMENT

## GCS is looking for a Supplier to design and deliver an e-learning course on crisis communications.

## GCS is looking for potential suppliers to provide a summary of their proposed creative and design approach, as well as technical specification.

## The course must be capable of being adapted and tailored to deliver to users across a large variety of languages, cultures and geographical regions. Geographical regions are not yet known, and therefore the course provider must have the capability to translate course content into native language of our users.

## GCS require the course to take into account all levels of digital skills and experience.

## Technology and infrastructure capability vary within these geographical regions. The Authority therefore require the portal to be cloud based in order to provide greatest flexibility for user access.

## To date the customer e-learning system has been developed on edX. Ideally GCS would like consistency of user experience across its e-learning portfolio.

## The platform must meet relevant industry standards and accessibility in line with General Data Protection requirements. As a minimum, the solution should meet with WCAG 2.1 AA Accessibility requirements.

## The Supplier will have proven expertise in developing and delivering successful e-learning courses, including blended learning. They will have experience of working with complex organisations with multiple stakeholders, and ideally experience of working with government.

## Reporting: The e-learning platform will need to offer regular reporting about the course participants and results, which can be used and accessed by GCS. The Supplier will need to provide support to help GCS understand where changes need to be made based on this reporting.

## Support: The Supplier will be responsible for amending issues detected during testing, piloting and in the live phase. The Supplier will need to train the Client in using the product and updating/moderating content as appropriate. They will also need to provide technical support, promptly resolving any IT issues related to the platform.

# The requirement

## **Course production**

### The Supplier must design, deliver and host an e-learning module on crisis communications, developed in collaboration with GCS.

### The Supplier will need to work closely with the client on a discovery and research phase - including reviewing information from within the wider GCS community and industry best practice - to form high quality instructional material and course content.

### The Supplier must provide expertise on how best to deliver the content to encourage learner engagement and ensure that learner outcomes are achieved. This includes expertise in best practice in online learning design, including minimising participant drop-off.

### The Supplier should look to consolidate user learning by including appropriate learning interventions and exercises based on their knowledge of best practice in adult learning.

### The Supplier must have relevant and demonstrable experience in creating, developing and supporting online and blended learning experiences for courses of a similar nature, to support professional development learning outcomes across a variety of languages, cultures and regions.

### The Supplier must be able to translate course materials into a variety of global languages if required.

### Potential Suppliers should include a portfolio of credentials in their response.

## **Platform requirements and User Interface**

### The course should support social and collaborative learning across global users, which enhances a global community of online communications practitioners.

### The course should be simple and intuitive for learners to use, in order to support a learner journey amongst different cultural audiences and across different languages.

### The course will need to support industry and WCAG 2.0 standards of accessibility across global markets through a range of electronic devices including mobiles, tablets, laptops and desktops. It will need to be compatible with a variety of internet browsers, mobile and tablet devices globally. Governments often use outdated browsers and this will need to be accounted for.

### The course should be streamlined in terms of content complexity and file sizes to cater for low-bandwidth situations, or have an option to switch to a low bandwidth version of online content.

### The Supplier will ensure the course is hosted on servers in the United Kingdom. It is possible this could be expanded to the European Economic area - please see point 17.9.

## **Design and Iteration**

### The Supplier should have strong visual design capability, including UX and video production.

### The Supplier will have an iterative, test-and-learn approach to design and production and experience in designing to meet user needs.

## **Reporting and evaluation**

### The Supplier must provide visual reporting to support our evaluation of user experience, course completion, and learner outcome attainment e.g. completion rates, step by step breakdown of learner journeys to identify key drop-out points. The Supplier will work with GCS to design a report that meets their needs.

### Based on this evaluation, the Supplier shall work closely with GCS to improve user engagement as required.

### The Supplier will provide an effective channel for course participants to give on-going feedback on their user experience and issues they are encountering.

## **Support and maintenance**

### Please quote separately for a once-live maintenance cost on a 12-month basis, though this may be pro-rata depending on contract start date.

## **Working with the Client**

### The Supplier will have a flexible approach to working with GCS, with an openness to co-creation.

### In their response The Supplier should include CVs of the project team limited to one A4 page.

# key milestones

## The potential Supplier should note the following project timeline that the Authority will measure the quality of delivery against.

## A percentage payment of the final contract value will be made on successful delivery of the separate key milestones listed below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Milestone** | **Description** | **Payment on delivery (%)** | **Indicative timetable** |
| 1 | Discovery phase including initial user research and design concepts | 10% | November 2018 |
| 2 | Alpha phase design and testing | 20% | December 2018-January 2019 |
| 3 | Beta phase production and build | 20% | January-February 2019 |
| 4 | Beta launch | 40% | March-April 2019 |
| 5 | Further iteration and live launch | 10% | March-April 2019 |

## 

# AUTHORITY’s RESPONSIBILITIES

## The Authority will be responsible for paying the Supplier on time, following satisfactory completion of milestones.

# reporting

## The Supplier will report to a named day-to-day client lead within the GCS Knowledge and Capability Unit.

## A project delivery team drawn from the GCS Knowledge and Capability Unit and including the Supplier will meet regularly, at least once a week, including substantial face to face working sessions.

# volumes

## The course will be available to a global audience of government communicators. Within overseas governments, the number of communications staff can range from 5 to 500.

# continuous improvement

## While not adhering to strict Agile methodology, it would be expected that the Supplier and GCS work in accordance with the principles of agile working. The Supplier will have an iterative, test-and-learn approach to design and production and a knowledge of how to design to meet user needs.

## The module will be continuously improved in line with user feedback and developments in industry best practice.

## Changes to the way in which the services are to be delivered must be brought to the attention of the Authority and agreed prior to any changes being implemented.

# Sustainability

## Products should be developed with due regard to environmental impact, diversity and equality.

# quality

## The Supplier will adhere to UK e-learning industry standards and regulation e.g. SCORM.

## The Supplier will use e-learning best practice to ensure the course meets user needs. In order to do this, the Supplier will proactively take on board insight from users while designing the course.

## The Supplier will produce an excellent user experience through quality design.

## The Supplier will meet brand and style guidelines as defined by GCS.

## GCS will approve all content.

## The technical platform must facilitate the moderation of user-generated content by GCS at a local and global level.

# PRICE

## The Supplier will provide the total price of the contract to meet the requirement.

## In addition, the price should be broken down as appropriate into the following components:

### Design and delivery of e-learning course

### Maintenance, hosting, reporting and tech support on a 12-monthly basis

## Prices are to be submitted via the e-Sourcing Suite using the format of Appendix E and will exclude VAT.

# STAFF AND CUSTOMER SERVICE

## The Authority requires the Supplier to provide a daily level of resource throughout the duration of the e-learning course development for the GCS Crisis Communications Contract in order to consistently deliver a quality service to all Parties.

## Supplier’s staff assigned to the e-learning course development will have the relevant capability, qualifications and experience to deliver the Contract. English is the working language of the project team.

## The Supplier shall ensure that its staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

## The Supplier and any sub-contractors will be able to work within UK time zones.

# service levels and performance

## GCS expects excellent levels of service across the following areas. Please propose the level of quality you expect to be able to provide for each category.

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Service Area | KPI/SLA description | Target |
| 1 | Meeting production timeframe | Key production milestones to be achieved in the timeframes stated in clause 7.1 | 100% |
| 2 | Quality | Course design and content produced to an excellent standard – innovative, professional, attractive and based on user needs | As assessed by GCS |
| 3 | Staffing | Supplier sufficiently staffed to meet GCS needs throughout contract duration | 100% |
| 4 | Security needs | Supplier meets security requirements as stated in clause 17 | 100% |
| 5 | Technical | Encountering technical difficulties is known to be a major risk factor for drop-offs in course participation, therefore prompt investigation and resolution of issues arising is critical and should be resolved within 24 hours. | 100% |

## If performance falls short of expectations and contractual agreements the Contract may be terminated early in accordance with the terms and conditions point 16 of Appendix C and the Contract re-tendered.

# SECURITY REQUIREMENTS

## Suppliers must have appropriate and documented IT, physical, personnel and procedural security measures in place to prevent any unauthorised access to, or leakage of, data collected as part of the training, and to prevent it being shared with any unauthorised third parties.

## **Certification Requirements**

## The Supplier must have a current and valid Cyber Essentials Plus Certificate awarded by one of the government approved Cyber Essentials accreditation bodies within the last 12 months (see: https://www.gov.uk/government/publications/cyber-essentials-scheme-overview ) and/or a current and valid ISO 27001:2013 Certification, or be willing to obtain one of these certifications within three months of contract award.

## **Patching and Penetration Testing/IT Health Checks**

## The Supplier must proactively monitor Supplier vulnerability websites and demonstrate the ability to ensure all necessary patches and upgrades are applied to maintain security, integrity and availability in accordance with the Cloud Security Principles <https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles>

## The Supplier must undertake the following security assurance activities at their own cost and expense to demonstrate that the people, process, technical and physical controls have been delivered in an effective way:

### Penetration testing to be carried out by certified CREST or CHECK supplier,

### Penetration testing of the production environment must be done before any Authority data is stored or processed on the platform,

### The penetration testing scope must include any devices used to manage the solution,

### An annual penetration test must be undertaken with the scope agreed with the Authority and when there is a significant change to the infrastructure/service,

### After receiving the penetration testing report, the full report must be shared with the Authority and the Supplier must produce a remediation plan to agreed timescales which must be agreed with the Authority.

## **Physical Security**

## On physical security, the Supplier is expected to have appropriate physical security measures in place in any data centres used to host the Authority’s data and should describe in detail what those measures are.

## **Personnel Security**

## In describing the personnel security measures they have in place, Potential Providers should say what pre-employment checks they subject their staff to and confirm whether those checks are at least equivalent to the Government Baseline Personnel Security Standard.

## **Risk Management Documentation**

## The successful Supplier will prepare a Risk Management Document (a template will be provided by the Authority), which details the information assurance and security controls applied to the delivery of the solution. This will include how the Supplier is meeting the Cloud Security Principles: <https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles>

## The Supplier will need to keep this document updated to reflect the current security position at least annually during the life of the contract.

## **Protective Monitoring**

## The Supplier must ensure that they have a protective monitoring solution and regime in place at all times and must be able to provide evidence of such.

## **General Data Protection Regulation (GDPR) Compliance**

## Full compliance with the GDPR and any other applicable data protection laws is essential, with the Authority being the Data Controller and the Supplier being the Data Processor.

## **Hosting**

## The course will ideally be hosted in the United Kingdom. In order to meet current GDPR requirements, the solution must be hosted within the European Economic Area (EEA) or have equivalent measures in place (e.g. Privacy Shield or model contract clauses).

## **Third Party Suppliers**

## Any Third Party Suppliers involved in the delivery of the solution must meet with the certification requirements at 17.1.1 unless agreed otherwise by the authority.

## **Incident Reporting**

## Any security incidents relevant to the solution must be reported to an agreed point of contact within the Authority within two working days.

# intellectual property rights (ipr)

## All intellectual property rights in any materials created or developed by the Supplier pursuant to the Agreement or arising as a result of the provision of the Services shall vest in the Client.

## Refer to Appendix C, Clause 9.

# payment

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables as outlined in this document.

## Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

# additional information

## N/A

# Location

## The location of the Services will primarily be carried out on-line, and within government offices in Whitehall, London, UK. A limited amount of the Services may be required to be carried out overseas, for example to produce course content drawn from GCS practitioners working with overseas governments. If necessary, these costs will be covered by GCS.

## All overseas travel is to be approved by the contracting authority, paid in line with Cabinet Office Travel and Subsistence policy.

# ANNEX 1: User background

## Globally - our market is worldwide but current clients are in e.g. Middle East and North Africa region and East Europe.

## The Authority require translation of the course content into native language of our users. At present, The Authority have no contracts in place with users but will run a pilot before rolling the platform out globally.

## The users will have varied levels of digital skills and experience but will be expected to understand how to use a computer. The requirement from the successful bidder will be to allow flexibility to respond to user needs.

## The users will have varied levels of digital skills and experience, and technology equipment but will be expected to understand how to use a computer. The Authority require the portal to be cloud based in order to provide greatest flexibility for user access. The requirement from the successful bidder will be to allow flexibility to respond to user needs.

## The requirement is to create for a template platform that can be adapted to individual scenarios based on the user’s skills and environment on a case-by-case basis.